

**Study
Note
99-01**

**Contract for Manpower and
Personnel Research and Studies II
(COMPRS II) for the U.S. Army
Research Institute (ARI): Year 1 –
Standard Operating Procedures**

Human Resources Research Organization

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**United States Army Research Institute
for the Behavioral and Social Sciences**

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**U.S. Army Research Institute
for the Behavioral and Social Sciences**

A Directorate of the U.S. Total Army Personnel Command

**EDGAR M. JOHNSON
Director**

Research accomplished under contract
for the Department of the Army

Human Resources Research Organization

Technical Review by

Judith E. Brooks

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CONTRACT FOR MANPOWER AND PERSONNEL RESEARCH AND STUDIES II (COMPRS II) FOR THE U.S. ARMY RESEARCH INSTITUTE (ARI): YEAR 1 – STANDARD OPERATING PROCEDURES

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**CONTRACT FOR MANPOWER AND PERSONNEL RESEARCH AND
STUDIES II (COMPRS II)
FOR THE U.S. ARMY RESEARCH INSTITUTE (ARI)
YEAR 1 - STANDARD OPERATING PROCEDURES (SOP)**

Background

The Human Resources Research Organization (HumRRO) has a contract with the U.S. Army Research Institute for the Behavioral and Social Sciences (ARI) to provide non-personal, short- and medium-term scientific and technical support services in the solution of ARI problems related to manpower and personnel. The program is referred to as the *Contract for Manpower and Personnel Research and Studies (COMPRS)*. This is the second indefinite quantities contract of this nature, and so it is commonly known as COMPRS II.

There are actually two separate COMPRS II contracts — one awarded to a contractor team led by HumRRO and the other awarded to a team led by the Personnel Decisions Research Institutes, Incorporated (PDRI). This document describes the standard operating procedures for administering the HumRRO contract.

HumRRO administers COMPRS II for ARI under firm fixed-price contracts known as delivery orders (DOs). The COMPRS Master Contract was awarded in August 1998. The base period is for one year and there are four option periods, each one year in length. An annual report will be produced each year to summarize the research and products associated with each COMPRS DO. An example of a DO summary from the last annual report under the first COMPRS contract is shown in Appendix A.

Program Types

There are three programs under COMPRS that are designed to meet different government needs. They are summarized below and described in detail in Appendix B.

- **Quick Reaction (QR) Program** - Intended to provide ARI responsive, short-term research or studies and analysis dealing with manpower and personnel issues for which ARI in-house capability is not available. Each of the QR Program DOs are to be completed within a period of time specified in the DO, with the maximum allowable completion normally being within 12 months of the start date of the DO.
- **Attitude and Opinion Survey (AOS) Program** - Intended to give ARI the ability to conduct surveys to provide information for accession and force management decision-making. Each of the AOS Program DOs are to be completed within a period of time specified in the DO, with the maximum allowable completion normally being within 12 months of the start date of the DO or 18 months if OMB approval is required.

- **Medium-Term (MT) Program** - Intended to give ARI the ability to conduct a limited number of research efforts or studies and analyses whose duration would not normally exceed 24 months after the contractor receives the DO.

COMPRS Administration Overview

The basic model by which new DOs are awarded is depicted in Figure 1. Upon identifying a need, ARI develops a Statement of Tasks (SOT) which is passed to HumRRO through the Defense Supply Service - Washington (DSS-W). The HumRRO COMPRS Program Manager forwards the SOT to the appropriate personnel for preparation of a Request for Delivery Order (RFDO). The RFDO is a proposal that specifies how the work will be conducted, its timeline, and firm fixed price. Within 30 days (or the time specified in the DSS-W cover letter) of receiving the SOT, HumRRO submits the RFDO to DSS-W which forwards it to ARI for review. Upon ARI approval of the RFDO, DSS-W awards a fixed price delivery order contract to HumRRO for performance of the project. If the work involves a subcontractor, HumRRO will issue a subcontract with the appropriate parties. The Contractor(s) will not commence performance of any DO until so authorized by the DSS-W Contracting Officer.

Key players in the COMPRS delivery order cycle include the HumRRO COMPRS Program Manager (PM), who is responsible for coordinating all contract activities with ARI's COMPRS Contracting Officer's Representative (COR). Details associated with individual delivery orders are handled primarily through the DO Project Director in coordination with the DO-COR. Deliverables, contract modifications, and other formal contract-related actions must all be handled through the HumRRO PM. The HumRRO PM should also be consulted regarding problems with work accomplishment under the terms of a given DO contract. Contractually, the HumRRO PM is ultimately responsible for the total management of the COMPRS (including the performance of all subcontractors).

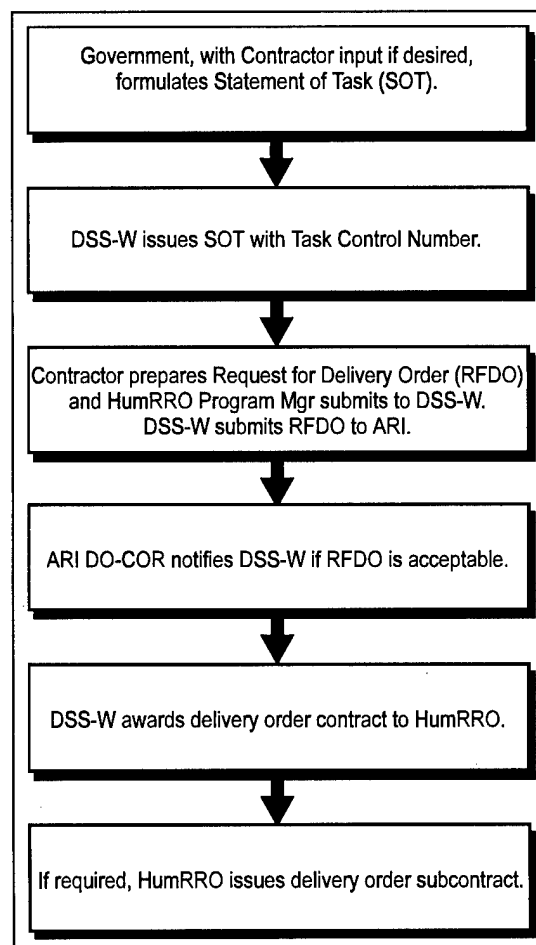


Figure 1. Genesis of a COMPRS Delivery Order

Contractor Consortium

The HumRRO COMPRS contract was awarded to a team of contractors which includes the following members:

- HumRRO
- Fu Associates, Ltd.
- Westat, Inc.
- The Lewin Group
- Raytheon
- SAG Corporation

When it is determined that the services of a subcontractor or consultant not bid in the original contract are required to meet the needs of the Government, the HumRRO PM makes a search for competent personnel to complete the tasks. This search may involve a competitive bidding process to identify the best, most cost-effective source. Generally, however, ARI requests consideration of particular subcontractors or consultants.

Overview of Manual

This Standard Operating Procedures (SOP) manual describes the actions that ARI, HumRRO, and other COMPRS team members must take to initiate and execute DOs. It describes the steps associated with developing an SOT and the policies and procedures used under the COMPRS to translate SOTs into RFDOs. The following sections are included in the manual:

- Section 1: Starting a New Project through COMPRS
- Section 2: Issuing the Statement of Tasks
- Section 3: Preparing the Request for Delivery Order
- Section 4: Delivery Order Contract
- Section 5: Deliverables and Payments
- Section 6: A Review of Roles and Responsibilities

The SOP is intended to answer most basic questions about the COMPRS contract vehicle. DO Project Directors are expected to be familiar with its contents and will be held accountable for following the procedures described. Detailed questions related to COMPRS DOs should be directed to the HumRRO PM (or, in the case of Government personnel, to the COMPRS COR).

Section 1: Starting a New Project through COMPRS

Procurements through COMPRS are intended to be streamlined, fast, and allow for consulting between the Government and the Contractor. As indicated in Figure 1, ARI may begin discussions with the (sub)contractors at an early stage. Indeed, COMPRS

calls for ARI to keep HumRRO generally informed as to planned directions in its work program to allow reasonable lead time to locate potential sources among Contractor staff or consultants for future DOs.

Specific discussions about a proposed piece of work can be initiated before HumRRO receives an official SOT from DSS-W as a funded requirement with a Task Control Number (TCN). Normally, discussions will be initiated by the COMPRS COR with the HumRRO PM, and may be continued with the DO-COR and proposed DO-Project Director. The HumRRO PM will determine the appropriate staff member (i.e., proposed DO Project Director) to continue discussions with ARI personnel. If preliminary discussions ensue through other channels (e.g., directly between the ARI sponsor and a contract researcher), the HumRRO PM should be informed that they are taking place, and kept generally apprised of progress.

The ARI point-of-contact can be specific in discussing all aspects of the planned work, except for discussions about fiscal matters. HumRRO and its subcontractors can review drafts of the SOT and the schedule of deliverables as they are being prepared and circulated through ARI for review. Indeed, it is preferred that this pre-coordination takes place as it generally assures that the Contractor will be able to respond to the formal SOT quickly and with little, if any, additional negotiation. Keep in mind, however, that the only binding paperwork is that which goes through the HumRRO PM and DSS-W.

None of the time spent prior to the award of a DO is directly chargeable to the Government. Pre-award, all time expended by (sub)contractor staff is charged to their respective overhead accounts.

For a given piece of work, ARI will normally request DSS-W contact only one of the two COMPRS contractor teams to respond to an SOT. Before this time, however, ARI may hold informal discussions with both contractor teams for purposes of gathering information that will help decide which contractor will be in the best position to perform the work. Normally, these discussions will be initiated by the COMPRS COR or the DO-COR, and will only occur with the full knowledge and concurrence of the DSS-W contracting officer.

Section 2: Issuing the Statement of Tasks

The SOT is basically equivalent to a Statement of Work in that it specifies the nature and scope of the work required by the Government. It also specifies which COMPRS program it falls under (i.e., Quick Reaction, Attitude and Opinion Survey, or Medium-Term). A sample SOT is presented in Appendix C. It shows the correct format for the document and illustrates the guidance provided in the remainder of this section.

Note that in an SOT, "the Contractor shall..." and "the Government will..." are binding imperatives which are reversed when the Contractor prepares an RFDO in response. That is, the RFDO will say "we will..." and "the Government shall..." Other

phrases in the SOT like "the Contractor should..." or "the Government may..." are suggestions and are not binding on either party.

SOT Paragraph 2: General. This section of the SOT introduces the issue to be researched, studied, or analyzed. It provides basic background information, including important references and events that may affect the timing of the effort. This paragraph should state whether the work is an ARI requirement (6.1 or 6.2 funds), a sponsored project (6.3 funds), or a sponsor requested effort (6.5 funds). It should use the appropriate wording (e.g., research, study, analysis) for the type of funding source being used. Relevant requirement memoranda or directives, if applicable, should also be cited.

SOT Paragraph 3: Objective. This paragraph is a brief one- to two-sentence statement of the goals of the project.

SOT Paragraph 4: Specific Tasks. Work requirements should be organized into two or more tasks. Task titles should be succinct and informative. Task requirements should be as detailed as necessary to assure that everyone (i.e., ARI, Contractors, DSS-W, non-ARI sponsors) understands the scope and nature of what is required. The DO-COR should not depend on being able to clarify requirements at a later date. Vaguely-worded requirements are particularly problematic if there is a change in DO-COR or DO Project Director during the execution of the subsequent DO contract.

SOTs involving the administration of surveys or collection of other data should specify sample size requirements and/or required precision of resulting population estimates.

Paragraph 5: Deliverables and Reporting Requirements. Paragraphs 5.a and 5.b introduce reporting requirements for the DO. Paragraph 5.a specifies the appropriate formatting for technical reports (i.e., following ARI Publication 70-3, September 1993 edition) and indicates that final reports must be provided on disk as well as in hard copy form (these are requirements of the Master Contract). The number of hard copies typically required is two. Paragraph 5.b describes the turnaround time required by the Government for reviews of deliverables.

Paragraph 5.c details the deliverables and the associated deliverable schedule. Note that the setting of deliverable dates is from time of award (EDODO — Effective Date of Delivery Order) as opposed to actual calendar dates. The SOT may state requirements in terms or weeks or months from EDODO, but should not mix the two. Specific dates may be used for projects that are truly time critical where the timelines are set by an agency external to ARI (e.g., a change in Army policy or TRADOC setting the schedule for training). The deliverable timing must match in the task descriptions (if provided therein), reporting requirements, and schedule of deliverables.

The Master Contract requires a meeting with ARI at the start of and at the completion of each DO, unless otherwise stated in the SOT. Paragraph 5.c in the SOT

should include any desired information on timing, location, or if the meetings are not required.

Under normal circumstances, monthly reports should be required. The Master Contract does not require any particular format for these reports. If the DO-COR has particular requirements, these should be specified in the SOT.

Sometimes the SOT may require 3 iterations of reports intended for ARI publication: the initial draft, the review draft, and the final copy.

Initial draft. Initial drafts are intended to speed the delivery of content to the DO-COR and when appropriate to ARI's sponsor. They can be given to the DO-COR for content review while simultaneously undergoing internal quality-control and editorial processes by the Contractor. ARI is to review this initial draft on scientific and technical merit and clear communication to intended audiences and is not to edit any initial draft report for compliance with ARI publication format standards; it is not even required to meet ARI format standards.

Review draft. Two things distinguish review drafts from initial drafts. First, they will have been reviewed by the DO-COR for content and will reflect any changes requested during the initial draft review. Second, review drafts meet ARI publication format standards. An acceptable review copy is one that can be sent immediately for sensitivity review, peer technical reviews, and ARI sponsor review, when appropriate. It should include a completed Standard Form 298, Report Documentation page.

Final copy. Final copy is acceptable when it can be immediately sent for final publication review and approval.

Additional information regarding deliverables is discussed in Section 5 of this manual. Section 5 includes more detail regarding requirements specified in the Master Contract that are applicable to all DOs, but which may not be explicitly stated in individual SOTs.

Paragraph 6: Qualification Requirements. This paragraph specifies the basic education and/or experience requirements for those contractor personnel selected to staff the project.

Paragraph 7: Place and Period of Performance. ARI provides an estimate of the level of effort it expects will be required to accomplish the work in SOT paragraph 7. This estimate may not be so exact as to tell the Contractor how much money is allocated to the effort. It will usually specify the number of professional staff days anticipated, preferably using the COMPRS labor categories (see Appendix E). The ARI estimate and the Contractor estimate must be independent.

Paragraph 7 also specifies where the work is to be performed and any travel requirements that are anticipated.

Paragraph 8: Government Furnished Property. In SOT paragraph 8, ARI provides a list of any supplies, postage, equipment, data, help, or ADP that they plan to provide. Note that the Contractor must also address this issue in the RFDO and may propose a different list.

Paragraph 9: Security Clearance. This paragraph specifies what level of security clearance is required for individuals selected to work on the project.

Paragraph 10: Delivery Order Contracting Officer's Representative (DO-COR). This paragraph identifies the person responsible for monitoring work performed under the DO contract. It should include the name, address, phone number, and fax number of this individual. If the work is being sponsored by an agency other than ARI, this section should also identify a point-of-contact from that agency.

Section 3: Preparing the Request for Delivery Order

Upon receipt of an SOT, HumRRO and/or its subcontractors prepares a request for delivery order (RFDO) — similar to a traditional proposal — for submission to the Contracting Officer within 30 days of receipt of the SOT. A sample of an RFDO submitted for COMPRS is contained in Appendix D.

Contents

The RFDO will contain the elements usually found in a proposal but will be much shorter, directly to the point, and follow the outline of the SOT. It must be specific enough, however, so that when taken with the SOT the work is sufficiently defined to preclude any ambiguity as to what is required to be performed and what are the deliverable products. Note that the binding imperatives in an RFDO are "the Contractor will..." and "the Government shall..."

When preparing an RFDO, deliverables must be matched with the appropriate task(s). Each task, when appropriate, should result in an identified document or deliverable that results from that task.

The RFDO will address in detail any Government supplied property or information that is required to perform the work. It will also address the issue of minimizing total government cost by considering alternative approaches to data collections or compilations of data from different sources.

Resumes of proposed staff need only be included if those staff were not included in the original COMPRS II proposal or if they are being bid in a higher labor category than originally proposed. If in doubt, check with the HumRRO PM.

FAR clauses on compliance with the Privacy Act are part of the COMPRS contract by reference. All proposed and performed work must be in compliance with the Act to include not only providing notifications to individuals completing a form (Privacy Act notices), but also maintaining records in compliance with ARI's Systems Notice (A1306.01 DAPE) as published in the Federal Register. The DO-COR should be consulted to determine the specific Privacy Act requirements for a given DO.

Costing

Included in each RFDO submitted will be a detailed statement of proposed price, including personnel and other direct costs to complete the work. Costs to be incurred by the Government in providing any Government supplied equipment or personnel should be considered when determining the number and type of people, schedule, and cost necessary to accomplish the tasks specified in the SOT. For all HumRRO or subcontractor/consultant labor, at a minimum, the following information will be provided:

- Number of hours proposed per type of employee,
- Labor categories,
- Total number of hours required, and
- Total cost for labor and other direct costs.

COMPRS labor category definitions are provided in Appendix E. Fully loaded approved hourly rates are available from the COMPRS Program Manager, the ARI COR, and/or the COMPRS subcontractors' contracting offices.

Subcontractors will provide HumRRO with their labor estimate in the form of a labor category-by-task-by-hour table contained in the text of the RFDO. Unlike COMPRS-I, the COMPRS-II contract requires that budgets be based on blended labor category rates rather than the individual contractor rates on which the blended rates were based. COMPRS-II subcontractors have been provided with blended rates that do not include HumRRO's load. These are the rates that COMPRS-II subcontractors should use to prepare their cost proposals for HumRRO, recognizing that the rates are being used for bidding purposes only. HumRRO will compute the total cost to the Government for the effort and include the cost information in the RFDO submitted to DSS-W. If subcontracting outside the team, the subcontractor's proposed price is required as a line item under "other direct costs" and is not broken down by labor category. Back-up fiscal information for the outside subcontractor is required.

Review Drafts

Faster turn-around of the RFDO to DSS-W is more likely if the Contractor has seen drafts of the SOT and has been discussing the particulars of the effort with ARI. Similarly, HumRRO can provide draft copies of the RFDO directly to ARI for comment and clarification on all issues, including cost estimates. Subcontractors may also directly

discuss technical issues with ARI and general cost issues; however, only HumRRO can provide official cost information to the Government. Everyone must recognize that any cost discussions are to be general in nature and are in no way official or binding.

In reviewing drafts, the DO-COR will work with the DO Project Director to clarify any ambiguities or differences between SOT requirements and the RFDO and resolve any exceptions taken to the SOT or unacceptable assumptions made by the Contractor. The HumRRO PM should be given the "close-to-final" RFDO for review.

Typically in the draft RFDO stage, all problems, including costs, will be resolved and DSS-W will have made any required modifications.

Submission to DSS-W

Each RFDO will be accompanied by a letter that requests a DO. The cover letter requesting the DO is prepared and signed by the HumRRO PM. The cover letter contains at least the following:

- Any exceptions taken to the SOT;
- Identification of the proposed project director;
- Any assumptions made, particularly on timing and schedules. Particular problem areas are often in assumptions about timing of approvals of reports, instruments, or external reviews such as OMB approval or FORSCOM and TRADOC approvals of troop support requests.
- A proposed payment schedule. [The payment schedule is worked out by the HumRRO Contracts Office in conjunction with the proposed DO Project Director. Note that some deliverables may not be separately priced.]

The proposed DO Project Director should bring any special problems or circumstances to the attention of the HumRRO PM to assure that these issues are addressed in the cover letter or in some other fashion suitable for the COMPRS contracting mechanism.

Section 4: Delivery Order Contract

The DO-COR reviews the official RFDO and submits an RFDO review letter to DSS-W accepting it. The contract specialist at DSS-W prepares a Delivery Award for review and signature by a Contracting Officer. The DO award includes the schedule of deliverable items with calendar dates now as CLIN items, fixes the payment schedule, and includes the SOT by reference.

Terms of the Contract

Each delivery order that is issued incorporates terms from the Master Contract and from the subcontract issued by HumRRO to each subcontractor; therefore, individual DO procurements will not address those specifics. Clauses incorporated by the COMPRS contract are listed in Appendix F. Appendix F also provides a summary discussion of relevant terms from the Master Contract. DO Project Directors, subcontractors, and consultants should review these terms when negotiating potential COMPRS DOs.

Contract Modifications

Modifications must be made to the DO to change the schedule or nature of the deliverables. The most common requirement is the need for a no-cost extension to the schedule of deliverables. Although the DO-COR is responsible for requesting contract modifications from DSS-W, the DO Project Director should take responsibility for discussing the need for contract modifications with the DO-COR to help assure that the required requests are forwarded to DSS-W in a timely fashion. The DO Project Director is also responsible for notifying the COMPRS PM about the need (or potential need) for a contract modification.

Often in the course of a project, the need for additional work will become apparent. Because of the ease in getting a new COMPRS DO, it is generally a better idea to put the additional work on a new DO rather than modifying an existing DO contract. This is particularly true if the additional work is a new task and not a clarification or addition to an existing task, is separable from the DO (e.g., a secondary analysis of data or a new data collection that does not benefit by being done with other data collections in the DO), and is better reported in a separate, stand-alone report. A modification is preferred, however, when the additional work is clearly within the scope of work for the DO as defined by the task paragraph in the SOT, is non-separable from the DO (e.g., is an additional analysis or data collection needed to produce properly the products of the DO), and is better reported as part of the DO deliverable reports rather than as a separate, stand-alone report.

Modifications must be initiated by the Government in coordination with the Contractor. The letter from ARI to DSS-W should describe the revised project schedule and reasons for the change. If the desired modification involves new work and/or additional cost, the request should specify the additional work, the justification for the work, and the anticipated level of effort for the work. If DSS-W agrees that the change is within the scope of work, HumRRO concurs with the change, and ARI provides the additional funds, then DSS-W will issue a DO modification.

When a DO contract is extended, it is necessary for the Contractor to continue to submit monthly progress reports even though additional payments are not likely to be linked to these reports.

Section 5: Deliverables and Payments

Format Requirements

Monthly Reports. There is no standard required format for DO monthly reports dictated by the COMPRS Master Contract. For tracking purposes, however, each report should include the Master Contract number, subcontract number (if applicable), the DO number, the reporting period, and the report date. The SOT may also impose certain additional requirements. An example of a typical monthly report is provided in Appendix G.

It is important that monthly reports indicate problems being encountered in a project, as well as progress that has been made. This will not only alert the necessary parties to problems that need to be addressed, but will also help assure that such problems have been clearly documented if it turns out that they adversely affect success in meeting project goals or deliverable schedules.

Technical Reports. The following specifications are required by the Master Contract and must be followed in the preparation and delivery of technical reports generated under COMPRS.

Reports will be prepared in accordance with ARI contract report guidelines. ARI Regulation 70-3 (September 1993 edition, available from the HumRRO PM or ARI), *"Guidelines for the Submission of Manuscripts for Publication and Other Scientific and Technical Documents."* This document identifies the *Publication Manual of the American Psychological Association, 4th Edition*, as the basic format for all ARI reports.

In order to facilitate later editing of each document by the Government, the DO Project Director shall deliver to the HumRRO PM a copy of each final report or document on diskette in Word format that is free of all extraneous codes such as embedded hard-returns at the end of each line. The DO Director shall also deliver one camera-ready copy of all figures, tables, or other art work used in the final document, and one copy of the negative and/or computer file, as appropriate, for each graphic image. The SOT will specify the number of hard copies that are required.

All COMPRS reports shall cite ARI support (including contract and delivery order number) and must carry the following disclaimer:

"The views, opinions, and/or findings contained in this report (paper) are those of the author(s) and should not be construed as an official Department of the Army position, policy, or decision, unless so designated by other official documentation."

Publication credit for ARI technical publications is assigned proportionately to in-house and contracted personnel who have contributed to the product. Proper acknowledgement of ARI sponsorship and responsibility shall be included. Generally, authorship credit shall be restricted to the three persons making the largest creative contribution to the total effort, from the formulation of the problem to the final technical report.

All scientific and technical reports shall be accompanied by a completed SF 298, *Report Documentation Page*. Appendix H has a blank SF 298 as well as a sample of a completed form.

The Contractor shall not publish nor distribute instruments, data, or findings from this contract research without prior review and approval of the Government. All papers, reports, professional or lay publications, and presentations at meetings and conventions must be sent to the Government for review and approval. The Contractor should be aware that review by the Government normally requires 4-6 weeks.

Briefings, Meetings, and Other Non-Written Deliverables. Some deliverables, such as briefings or other meetings, will need to be documented in writing through a Memorandum for Record (MFR). The MFR may be brief, but should provide meeting date(s) participants, objectives, and outcomes.

Data. ARI is in the process of publishing ARI Regulation 70-31. This document specifies standards for documenting and archiving databases developed by or for ARI. All databases constructed under COMPRS-II will comply with these standards.

Software. The Contractor shall, over the term of the contract, correct errors in contractor developed software and applicable documentation which are discovered by the Government, any other user of the software, or the Contractor. Such corrections shall be made within 30 days of the date the error is identified. Further, the Contractor agrees to provide such corrections at no charge to the Government unless the error is a direct result of negligence of the Government, or is the direct result of Government modification of the software. Inability of the parties to determine the cause of software errors shall be resolved in accordance with the Disputes clause in the General Provisions of the contract, but in no event constitutes grounds for delay of error correction beyond the time frame specified above.

Submission to ARI

As indicated in Figure 2, a copy of every DO Deliverable (including monthly reports and deliverables that are not separately priced) must come through the HumRRO PM on its way to ARI. HumRRO is required by the contract to transmit the deliverables to the appropriate ARI and DSS-W representatives. The DO Project Director may simultaneously provide the DO-COR with a courtesy copy as long everyone understands that the official copy comes from the HumRRO PM.

The HumRRO PM will prepare and sign a cover letter transmitting each deliverable to the DO-COR.

Those Delivery Order Deliverables that have a payment attached will be processed expeditiously by HumRRO's PM and contracts and accounting departments. The subcontracts that HumRRO issues have built in sufficient turn-around time for each deliverable to go from HumRRO to ARI by the deliverable due date specified in the DO prime contract. HumRRO makes payments to subcontractors upon notification from the DO-COR that the deliverable(s) has been approved.

DO Project Directors are expected to submit deliverables to the HumRRO COMPRS Administrative Assistant (or alternatively to the HumRRO PM). As indicated previously, the HumRRO PM and DO-COR must be notified in advance of delayed submissions.

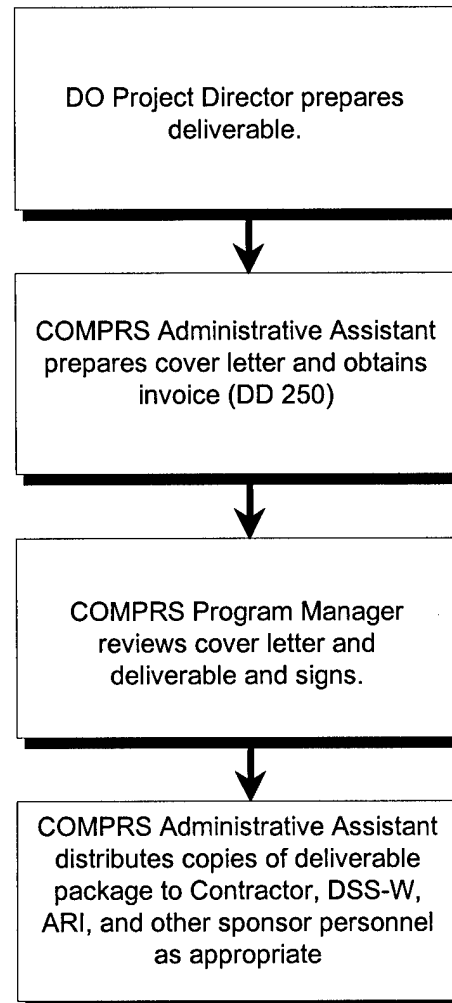


Figure 2. Deliverable Submission Process

Section 6: A Review of Roles and Responsibilities

There are several key roles in the administration of the COMPRS contracting vehicle. A summary of those roles and the accompanying major responsibilities is provided in this section. Names, phone numbers, and addresses of individuals currently occupying the first four positions described below are listed in Table 1. This table will be updated as necessary.

Table 1. Key COMPRS Administrative Personnel

COMPRS Program Manager	Dr. Deirdre Knapp HumRRO 66 Canal Center Plaza, Suite 400 Alexandria, VA 22314 (703) 706-5662 (703) 549-7854 (fax)
COMPRS Administrative Assistant	Mrs. Dolores Carson HumRRO (see address above) (703) 706-5606 (703) 548-5574 (fax)
HumRRO Contracts Manager	Mrs. Judy Pumphrey HumRRO (see address above) (703) 706-5602 (703) 549-9025 (fax)
COMPRS COR	Dr. Judith Brooks Army Research Institute for the Behavioral and Social Sciences 5001 Eisenhower Avenue Alexandria, VA 22333 (703) 617-0345 (703) 617-8861 (fax)

HumRRO COMPRS Program Manager

The HumRRO PM is responsible for managing the COMPRS contract as a whole, to include responsibility for meeting the requirements of individual delivery orders. To perform this function effectively and efficiently, DO Project Directors must take responsibility for assuring that contract paperwork and high quality products (e.g., RFDOs, deliverables) are submitted to the HumRRO PM in a timely fashion. The HumRRO PM is then responsible for preparing cover letters and transmitting paperwork to the appropriate HumRRO and Government personnel/offices.

In addition to coordinating and monitoring the efforts of Contractor staff, the HumRRO PM is the primary liaison with ARI. Specifically, she maintains contact with the COMPRS COR to track progress of new and existing DOs, discuss the potential for new work, and address problems that arise.

When ARI comes to HumRRO with an unsolicited piece of work, the HumRRO PM is responsible for identifying the most suitable Contractor point-of-contact. This may be either a HumRRO or a subcontractor researcher. Moreover, the HumRRO PM is responsible for maintaining records on the status of each active delivery order and for

monitoring efforts toward developing new DOs. To support marketing efforts, the HumRRO PM also maintains briefing materials that describe COMPRS and the Contractors associated with it.

Each year, the HumRRO PM prepares an annual report for ARI that summarizes DO activity for the year. This report includes descriptions of the objectives, method, and products of each DO. The HumRRO PM is also responsible for creating and maintaining a current Standard Operating Procedures (SOP) manual, and for submitting monthly reports summarizing the status of all activities related to the master contract.

HumRRO COMPRS Administrative Assistant

The HumRRO COMPRS Administrative Assistant is responsible for assisting the HumRRO PM in (1) receiving and tracking DO deliverables; (2) preparing cover letters, report covers, and copies of deliverable and RFDO packages; (3) coordinating with the HumRRO Contracts Office to prepare invoices; (4) distributing deliverables and RFDOs, and (5) maintaining a database of COMPRS resumes. As necessary, she will work with individual DO Project Directors to assure that deliverables are submitted in a timely fashion.

HumRRO Contracts Manager

The HumRRO Contracts Manager prepares contract and subcontract paperwork associated with the Master Contract and individual DOs. She is responsible for interfacing with DSS-W on all COMPRS-related matters (e.g., contract awards and modifications). The Contracts Office works with the HumRRO accounting office to generate invoices and to pay subcontractors upon the approval of the HumRRO PM or appropriate HumRRO DO Project Director.

ARI COMPRS Contracting Officer's Representative

The ARI COMPRS COR is responsible for the overall performance associated with the COMPRS contract and associated DOs. This individual coordinates the management of COMPRS with the HumRRO COMPRS PM and DO-CORs who are responsible for monitoring the work performed under individual DOs. The COMPRS COR works with ARI researchers and sponsors of work outside of ARI (e.g., DMDC, OASD) to determine whether COMPRS is a suitable, workable contract vehicle for upcoming work requirements and to develop SOTs.

Delivery Order Project Directors

As with any other contract that they manage, DO Project Directors are responsible for the quality and timeliness of project deliverables and for managing project resources. Unlike other contracts, however, DO Project Directors must submit deliverables through the HumRRO PM. Moreover, circumstances that might require a contract modification

or problems that threaten the quality or timeliness of deliverables should be brought to the HumRRO PM's attention as they arise. Working things out with the DO-COR is desirable, but not enough. For example, if the DO Project Director and the DO-COR agree to modifications to the nature and/or due date of one or more deliverables, this agreement must be put in writing (at a minimum) and in many cases, formalized as a contract modification. In either case, the HumRRO PM, who is responsible for submitting all DO deliverables to ARI, must be notified.

Contractor or subcontractor personnel who are working with the Government to develop an SOT for COMPRS must do so in coordination with the HumRRO PM. Generally, HumRRO PM involvement will be limited to administrative issues rather than to the proposed technical approach.

Delivery Order Contracting Officer's Representatives

DO-CORs are responsible for monitoring the work performed under individual COMPRS DOs. Once a DO deliverable (other than routine monthly reports) has been submitted to a DO-COR, he/she should review it for technical adequacy. If the deliverable is acceptable, the DO-COR should (1) sign the accompanying invoice (DD Form 250) and forward it for payment and (2) notify the DO Project Director that the deliverable is acceptable. HumRRO and its subcontractors do not get paid unless and until the invoice is signed and forwarded. Moreover, HumRRO does not pay subcontractor invoices until we are assured that HumRRO's invoices to ARI have been approved.

When questions or problems arise, DO-CORs may work with the DO Project Director, the HumRRO PM, and/or the COMPRS COR to address them.

APPENDIX A
SAMPLE DELIVERY ORDER SUMMARY FROM COMPRS I ANNUAL
REPORT

DO# 0023	Title: Identifying the Attrition Problem and Its Solutions
Program Area QR <u> X </u> AOS <u> </u> MT <u> </u>	DO-COR: Dr. Clint Walker Project Director: Dr. Janice Laurence <p style="text-align: center;">DO Summary</p>
<p>Problem: After decades of research on the "attrition problem" and numerous ad hoc remedies, Army management still experiences problems with attrition. It has also been evident that some attrition has a positive impact on the Army. Thus there exists the need to generate a generally accepted conceptualization of the "attrition problem" and a coordinated set of remedies that could be responsive to changes in the external environment.</p>	
<p>Objectives: The objective of this effort was to prepare a report critically reviewing the literature on the subject of enlisted attrition from the Army. The review was intended to identify, insofar as possible, what the "attrition problem" is and what information is lacking to identify the nature and extent of the problem.</p>	
<p>Status: Completed (July 29, 1994-November 28, 1994)</p>	
<p>Results: The literature review suggested that the best bets toward solving the attrition problem are to (a) determine the extent of management/policy control at various levels and set guidelines that are appropriate; and (b) enhance the match between the individual and the organization through classification based on biodata/temperament as well as realistic previews of the job, the environment, and the behavior. Finally, concern over attrition by outside parties (e.g., Congress) is not likely to subside. The Army would be in a better position to answer continuing concerns if the causes and codes were tracked by personal characteristics and their interactions were understood. The Army could then account for and explain attrition levels and tradeoffs between attrition and other personnel policies.</p>	
<p>Reports and other Products: Laurence, J.H., Naughton, J.A., & Harris, D.A. (1995). <u>Attrition Revisited: Identifying the Problem and Its Solutions</u>. Alexandria, VA: Human Resources Research Organization.</p>	
<p>Planned Documents and Products:</p>	

APPENDIX B

COMPRS PROGRAM DESCRIPTIONS

Quick Reaction (QR) Program

Applicable Areas. The QR program is intended to give ARI a quick-response capability to perform short-term research or studies and analysis dealing with manpower and personnel issues for which the necessary in-house capability is not available. The QR Program may only be used for the procurement of non-personal services to perform the tasks specified in the DO, subject to the limitations set forth below.

Conditions. Because this program is intended to resolve manpower and personnel issues that can be studied in a short time, the following conditions will normally apply:

- Each of the QR Program DOs shall be completed within the period of time specified in the DO, with the maximum allowable completion normally being within a 12-month period from the start date of the DO.
- Each task of the DO shall be completed by HumRRO or its subcontractor(s) within the total time allocated and a final report prepared and delivered.
- Unless otherwise stated in the DO, the tasks to be performed by the Contractor shall include a meeting with ARI at Alexandria, Virginia or at an ARI Field Unit at the start of, and at the completion of, each of the QR Program DOs.

Attitude and Opinion Survey (AOS) Program

Applicable Areas. The AOS program is intended to give ARI the ability to conduct surveys to provide information for accession and force management decision-making. This information can only be obtained through surveys of the target populations and may require updating due to changing population dynamics and attitudes in various population segments.

Conditions. Because this program is intended to provide information quickly to resolve manpower and personnel issues, the following conditions shall normally apply:

- Each of the AOS efforts shall be completed within the period of time specified in the DO, with the maximum allowable completion normally being within a 12-month period of the start date of the DO or an 18-month period if Office of Management and Budget (OMB) approval is required. Each AOS survey shall be performed using standard random sampling procedures or other appropriate sampling techniques.

- The tasks written by the Government in each AOS Program SOT shall include a statement of the target group for the survey. A target group may be defined as, for example, all males, age 16-21 years old, in high school or graduated, and having positive propensity to enlist in any military service. The Contractor shall prepare as part of its response to the SOT, the necessary screening and sampling methodologies to assure that the target group requirements are met.
- If specified in the SOT and subsequent DO, the Contractor shall prepare a survey instrument. The Government may, at its discretion, construct a proposed survey instrument and submit it to the Contractor for review and recommended changes. The approved survey instrument shall be administered by the Contractor to the target population, or a sample thereof. All reproduction, survey administration, analysis, and report generation costs shall be included in the Contractor's RFDO for an AOS survey.
- The ability to conduct surveys under the AOS program may depend on ARI obtaining OMB approval to collect the information from the public. If OMB approval is required, and if such approval is not obtained, the survey shall not be conducted. The Contractor will be notified by the Government of the status of OMB approval. Surveys involving military personnel do not require OMB approval. ARI will make the determination of approval authority prior to an SOT being issued and will clearly state in the SOT if survey administration is contingent upon any other approval authority.
- When the final survey instrument is received by the Government, it may be necessary for the DO COR to submit the survey instrument to OMB for approval. The approval process may require from four to six months. Part of the OMB submission is a detailed description of the sampling plan, including burden hours, sampling methodology, non-response analysis, etc. At the request of the DO-COR, the Contractor may be asked to prepare the necessary documentation in accordance with the SOT and DO requirements and submit it to the DO COR who will submit it through agency channels.
- Each DO task shall be completed by the Contractor within the time allocated and a final report delivered. The final report shall contain copies of any appropriate verbatim responses of survey participants. Unless otherwise stated in the DO, the tasks to be performed by the Contractor shall include a meeting with ARI in Alexandria, Virginia or other ARI Field Unit locations at the start of, and at the completion of, each AOS DO.
- At all times the Contractor will protect the confidentiality of the survey responses.

- If OMB approval is not received, the Contractor will be paid only for those tasks in the DO which are completed, and which do not require an approved survey instrument. Each AOS DO will usually contain at least two phases as follows:

⇒ **Phase I. Preparation.** The tasks under Phase I will be the review or development of survey instruments, sampling methodology, preparation of approval packet (if required in the DO), and other items necessary for preparation of the survey administration.

⇒ **Phase II. Survey Administration, Analyses, and Reporting.** Upon receipt of survey approval, Phase II will involve the tasks necessary to conduct the survey, compile and analyze the data, prepare reports, and conduct in-person presentation of results (if required in the DO). Phase II shall always be contingent upon receipt of proper approval. If such approval for the survey is not obtained, Phase II will not be authorized and no payment for any tasks under Phase II will be made to the Contractor.

Medium-Term (MT) Program

Applicable Areas. The MT Program is intended to give ARI the ability to conduct a limited number of research or studies and analysis efforts whose duration would not normally exceed 24 months after HumRRO receives a DO. The MT program may only be used for the procurement of non-personal services to perform the tasks specified in the DO, subject to the limitations set forth below.

Conditions of MT Program. This program is intended to resolve problems associated with manpower and personnel issues which require a somewhat longer period of performance than the QR program. The following conditions shall normally apply:

- Each of the MT efforts shall be completed within the period of time specified in the DO, with the maximum period normally being 24 months from the date of the DO.
- Each task of the DO shall be completed by the Contractor within the total time allocated and a final report delivered. Unless otherwise stated in the DO, the tasks to be performed by the Contractor shall include a meeting with ARI, in Alexandria, Virginia or at ARI Field Units, at the start of, and at the completion of, each MT Program DO.

APPENDIX C

SAMPLE STATEMENT OF TASKS

**Medium-Term (MT) Program
Statement of Task (SOT)**

1. TITLE: Military Vehicle Operator Selection

2. GENERAL:

a. Training and Doctrine Command (TRADOC) is revising policy governing the operation of U.S. Army vehicles. Part of this thrust is an effort to standardize procedures used to select and identify individuals to operate motorized vehicles. In response to guidance from the Chief of Staff of the Army, TRADOC requested that the U.S. Army Research Institute (ARI) conduct a study to evaluate factors and variables that could identify individuals who are more likely to be involved in operator related vehicle crashes. ARI is supporting this study because vehicle crashes result in substantial costs to the U.S. Army in terms of personal injuries, fatalities and economic costs; understanding factors that relate to military vehicle traffic crashes will support the development of policy to minimize these costs.

b. Civilian studies of characteristics that are related to traffic crashes point to the role of individual differences in temperament, cognitive ability and biodata as predictors of traffic risk. Transient variables have been evaluated to identify periods during which individuals are more likely to be involved in traffic accidents. While the role of these variables has been evaluated to understand traffic crashes involving the general population, the importance of these factors is less well understood in terms of predicting accidents involving military vehicles.

c. Analyses of the characteristics of individuals (including the role of transient factors) who are involved in accidents are needed to determine the importance of these variables in evaluating crash risk. This information is expected to support the development of policy governing the selection and assignment of individuals to operate wheeled and tracked motor vehicles.

3. OBJECTIVE: The objectives of this study are to identify: (a) a baseline to evaluate the U.S. Army vehicle safety record, (b) stable characteristics and abilities that can predict traffic crash risk, and (c) transient variables and events that are associated with traffic crashes.

4. SPECIFIC TASKS

Task 1. Documentation Review. The contractor shall review existing documentation available from the U.S. Army safety center to include: previous studies

conducted by the U.S. Army, commander checklists described in AR 600-55, and existing recruiting standards in terms of their relationship to the licensing procedures for Army vehicle drivers. The contractor shall review general literature and documentation that is germane to understanding and reducing the incidence of vehicle crashes involving military personnel.

Task 2. The contractor shall utilize existing databases and corresponding analyses with the information gleaned under Task 1 to provide a baseline with which to compare the frequency and types of vehicle crashes involving military and civilian personnel.

Task 3. Database Analyses. The contractor shall analyze databases that have been collected by: (a) the U.S. Army Safety Center for accidents involving wheeled and tracked vehicles; (b) ARI as part of Project A; and (c) DMDC to support the accession process (or PERSCOM to support personnel decisions, i.e., EMF files). These database files will be analyzed: (a) to identify relationships involving stable characteristics that may be used to identify high risk drivers and/or situations; and (b) to ascertain the feasibility of using these data to evaluate driver selection and assignment variables.

Task 4. Scale Development. The contractor shall identify constructs, variables and events that are predictive of or associated with traffic crashes. This information will be used to identify, refine and/or develop a battery of scales that are likely to be predictive of traffic crashes. At a minimum, the battery shall include: (a) a biodata scale, (b) a scale to assess the role of transient factors in traffic crashes, and (c) the Assessment of Individual Motivation scale (AIM) to assess the impact of personality on crash risk. Provided a reasonable contractual agreement can be reached, the cognitive scale developed by Waypoint Incorporated shall be included in the battery. If feasible, a ratings scale shall be developed or refined to assess the driving quality of individuals based on peer and supervisor ratings.

Task 5. Data Collection Plan. The contractor shall propose a method to evaluate the predictive power of the scales assembled under Task 4.

Task 6. Data Analyses. The contractor shall collect and analyze data in accordance with the Data Collection plan (Task 5).

Task 7. Develop and Brief Recommendations. The contractor shall synthesize the results of data analyses conducted in this effort to reach conclusions and provide recommendations concerning the selection and assignment of drivers for military vehicles. The contractor will brief these recommendations at a final briefing within eleven (11) months of the EDODO.

Task 8. Write Final Report. The contractor shall prepare a report that describes the methods and analyses used, as well as all results and recommendations. The contractor shall submit a draft final report within eleven (11) months of the EDODO.

The final Phase II report, incorporating review comments received from the DO-COR, will be submitted twelve (12) months after the EDODO.

5. DELIVERABLES AND REPORTING REQUIREMENTS

a. For all technical reports the contractor shall provide one (1) copy of the report on an MS-DOS based Word (Version 6.0) file on a 5 1/4 or 3 1/2 diskettes, and two (2) copies of the report printed from this file. All reports are to be prepared as ARI Research Reports. See ARI Regulation 70-3 "Guidelines for the Submission of Manuscripts for Publication and Other Scientific and Technical Documents," which identifies the Publication Manual of the American Psychological Association, 4th Edition, as the basic format for all ARI reports. Questions should be directed to the DO-COR.

b. The Government will be allowed twenty (20) working days for each review of an initial-draft or review-draft technical document and to notify the Contractor of approval or recommended changes to be made in the final documents. In the event that the government's review is delayed, the contractor's delivery requirement is extended on a day for day basis without additional cost to the government.

c. The following are requirements of this delivery order:

(1) Monthly letter progress reports documenting the technical status of the project and resources expended will be submitted by the 15th working day of the month following the month reported on. The contractor shall provide three (3) copies: one (1) copy to the Delivery Order Contracting Officer's Representative (DO-COR); one (1) copy to the COMPRS Contracting Officer's Representative, ATTN: TAPC-ARI-ZB, 5001 Eisenhower Avenue, Alexandria, VA 22333-5600; and one (1) copy to the ARI Financial Manager, ATTN: TAPC-ARI-PO, 5001 Eisenhower Avenue, Alexandria, VA 22333-5600.

(2) In-process reviews (IPR): IPRs shall be scheduled as mutually agreed upon by the contractor and DO-COR.

(3) Initial Project Planning Meeting. There shall be a meeting between the Contractor and the DO-COR within two (2) weeks of the EDODO. The purpose of that meeting shall be to exchange any information necessary for performance of the delivery order.

(4) Data Collection Plan. The contractor shall provide the DO-COR a technical document describing the data collection plan and the instruments that are to be utilized (Tasks 4 and 5).

(5) Final Briefing of project results (Task 7) eleven months after the EDODO.

(6) Draft Final Report (Task 8) eleven months after the EDODO.

(7) Final Report (Task 8) twelve months after the EDODO.

6. Qualification Requirements: The contractor selected to perform the work shall have experience with military personnel selection and the enlistment decision processes and significant experience in the areas of data base management, statistics, testing and measurement.

7. Place and Period of Performance

(a) All work will be performed at the Contractors' facilities.

(b) Travel: Data collection trips will be conducted in accordance with the Data Collection Plan (Task 5)

8. Government Furnished Property: No Government furnished property is required.

9. Security Clearance: No security clearance is required.

10. Delivery Order Contracting Officer's Representative (DO-COR):

Dr. Peter Legree
U.S. Army Research Institute
ATTN: PERI-RS
5001 Eisenhower Avenue
Alexandria, VA 22333-5600
DSN 667-0307, Commercial (703) 617-0307
Internet/DDN: Legree@ARI.Army.Mil
Fax: Commercial (703) 617-8578

11. Suggested Source: HumRRO / subcontractor Waypoint Incorporated

Schedule of Deliverable Items

Driver Selection

Deliverable	By end of...
1. Monthly Progress Report	15 th of each month
2. In-progress Reviews	as scheduled by COR
3. Initial Project Planning Meeting	2 weeks after EDODO
4. Data Collection Plan	2 months after EDODO
5. Final Briefing	8 months after EDODO
6. Draft Final Report	8 months after EDODO
7. Data Files	9 months after EDODO
8. Final Report	9 months after EDODO

APPENDIX D

SAMPLE REQUEST FOR DELIVERY ORDER

18 May 1998

Defense Supply Service-Washington
5200 Army Pentagon
ATTN: Ms. Frances Meckel
Washington, DC 20310-5220

RE: Contract No.: MDA903-93-D-0032
Task Control No.: 98-08
HumRRO No.: SPR93-10 (COMPRS/IQC)

Dear Ms. Meckel:

The Human Resources Research Organization (HumRRO) is pleased to submit the attached proposal for Task Control No. 98-08 entitled *Soldier Characteristics for the 21 Century, Part I: Methodology*.

HumRRO proposes the following payment schedule:

Deliverable

Amount

Monthly Report (2 @ \$32,500)
Final Report

RFDO 98-08 Total

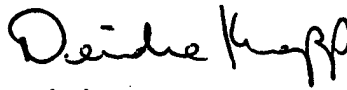
HumRRO is an independent nonprofit corporation chartered in the District of Columbia. Dr. Lauress L. Wise, President; Dr. Beverly A. Dugan, Vice President and Director; Dr. Paul J. Sticha, Secretary; Mr. Charles L. McKay, Treasurer; and Mr. Thomas R. Kracker, Vice President and Assistant Treasurer, are authorized to negotiate for and bind HumRRO contractually.

Technical questions should be directed to Dr. Deirdre J. Knapp, the designated DO Project Director. Questions of a contractual or financial nature should be addressed to Mrs. Judith Pumphrey, Contracts Manager.

Sincerely,



Lauress L. Wise, Ph.D.
President



Deirdre J. Knapp
COMPRS Program Manager

cc: Dr. Judith Brooks, ARI
Dr. Michael Rumsey, ARI
Dr. Elizabeth Brady, ARI

HumRRO

**QUICK REACTION (QR) PROGRAM
STATEMENT OF TASK (SOT)**

Request for Delivery Order

**SOLDIER CHARACTERISTICS FOR THE 21ST CENTURY
PHASE I: METHODOLOGY**

Submitted to:

**Defense Supply Service-Washington
5200 Army Pentagon
Washington, DC 20310-5200**

In Response to:

**Contract Number MDA903-93-D-0032
Work Unit: 185
Task Control Number: 98-08**

May 18, 1998

HUMAN RESOURCES RESEARCH ORGANIZATION

66 Canal Center Plaza, Suite 400 • Alexandria, Virginia 22314 • (703) 549-3611

Quick Reaction Program
Soldier Characteristics for the 21st Century: Methodology
TCN-98-08

Introduction

On 21 Mar 97, MG Arthur T. Dean, Director of Military Personnel Management, Deputy Chief of Staff for Personnel, required that the Army Research Institute (ARI) "immediately undertake a 'quick study' to determine the desired characteristics, qualities and aptitudes for the enlistee of the 21st century." ARI responded with a two-phase program known as "Soldier21." The first phase involved a review and summary of available information, supplemented by a "target of opportunity" data collection. The second phase will involve collection of new data. The first phase was completed and reported to MG Dean on 12 Jan 98.

ARI has also initiated, again under the sponsorship of MG Dean, a project known as 21st Century NCOs (NCO21). The objectives of this effort are to (1) determine the best indicators of future NCO performance, and (2) provide a foundation for linking 21st century promotion decisions to 21st century measures of performance and potential.

Objectives

The objectives of this effort are to (1) develop a methodology and research plan for identifying the required soldier characteristics to effectively perform the job of a first term enlisted soldier in the 21st century, and (2) determine how to optimize efficiency by merging elements of the execution of this methodology with the execution of the 21st Century NCOs methodology.

Technical Approach

The objectives of this work will be met by performing the following tasks:

- Task 1: Review literature
- Task 2: Review ARI plan
- Task 3: Develop plan
- Task 4: Prepare report

A description of each task follows.

Task 1: Review literature

The project team will gather and review literature related to this effort. This will include (a) literature related to future-oriented job analysis methodologies and (b) documents and other sources describing the Army of the future. We expect to get some

of these materials from ARI (which has recently conducted a related literature review) and through our own recent efforts to collect job analysis literature. This task will include contacting the U.S. Army Training and Doctrine Command (TRADOC) and other Army organizations to identify and retrieve documents related to the future of the Army. We expect to use information from these sources to structure a set of parameters for understanding the future environment (e.g., mission, technology, force structure). The literature review will be incorporated into the final report. [Note that a project kickoff meeting is included in the budget for Task 1.]

Task 2: Review ARI plan

HumRRO will review an outlined plan for conducting the Phase Two work for Soldier21 which was drafted by ARI and briefed to MG Dean. We will also review the methodology ARI is following to conduct the NCO21 effort. Our review will include examination of available documentation and interviews with ARI researchers involved in these efforts. Based on this review, HumRRO will evaluate the two plans (Soldier21 and NCO21) for their utility and sufficiency for accomplishing the applicable research objectives. In addition to describing the strengths and weaknesses of the plans, we will provide alternative approaches to implementing the work.

We will establish a *core team* of project personnel who will be responsible for reviewing all relevant documents related to the Soldier21 and NCO21 plans. This same team will have primary responsibility for reviewing the literature from Task 1. The team will prepare a review package that includes information about the Soldier21 and NCO21 projects (their goals and research plans), an initial evaluation of the project plans, ideas for modifications to the project plans, and a listing of outstanding issues.

The review package will be distributed to members of a *brainstorming panel*. This panel will include individuals with particular expertise in one or more of the following areas: future-oriented job analysis, the future of the Army (e.g., the Digital Force), and getting information from the Army (agency contacts and military subject matter experts). The panel will include both contractor and government personnel. The panel will be tasked with carefully reviewing the review package and providing feedback and direction for going forward.

It is unlikely that we will be able to have a meeting with all panel members, since we expect several of them to be outside of the metropolitan Washington area. Also, the panel is likely to be fairly large (10-15 people, plus the core team). Therefore, we propose to have an iterative approach to getting their input and feedback. This approach is likely to be something like the following. First, we will use a combination of e-mail, mail, and phone calls with individual panel members to get their initial input. This input will be processed by the core team and used to prepare an agenda and materials for a conference in which some individuals will participate by telephone. The purpose of the conference (which may last up to one day) will be to discuss (a) the evaluation of the ARI plans for Soldier21 and NCO21, (b) ideas for modifications to these plans, (c) ways in which data

and additional information could be collected, and (d) issues related to the timely and successful implementation of the project plans.

Task 3: Develop plan

Based on the outcomes of Tasks 1 and 2, the project team will develop a plan for executing Phase Two of the Soldier21 project. The plan will include suggestions for modifying the NCO21 plan to maximize the efficiency and quality of information collected through these companion efforts. The core team will have primary responsibility for preparing the detailed plan. This plan will be executable within a 9-month timeframe and will require no more than 1000 contractor staff days of effort. The draft plan will be provided to selected members of the brainstorming panel (including the ARI DO-COR) for review and comment. Based on the feedback from these sources, the core team will revise the plan and incorporate the final version into the final report (see Task 4).

Task 4: Prepare report

The final report will describe the purpose of the Soldier21 and NCO21 projects and how the present project relates to these larger efforts. It will include sections describing the work performed in Tasks 1-3, and will incorporate the final research plan. A draft of the final report is due within 60 days of the contract start date. ARI will have 5 days for review, and HumRRO will have 5 days to revise the report before the final is due.

Deliverables and Reporting Requirements

Deliverable/Report	Due Date
1. Initial project planning meeting	Within 2 weeks of EDODO
2. Monthly letter progress reports (2)	On the 15th of the following month
3. In-progress meetings	As mutually agreed upon between HumRRO and ARI
4. Draft final report	8 weeks from the EDODO
5. Final report	10 weeks from the EDODO

Personnel and Travel Schedule

Table 1 is a table of hours by labor category and task (to be added...tentatively I have me and Clint in for 35 days, John in for 26, and most "brainstormers" in for 6). Table 2 summarizes the travel that has been budgeted for this effort.

Table 2. Travel

# Travelers	# Nights	From	To	Purpose
1	3	Mpls., MN	Alexandria, VA	Kickoff Mtg. (Task 1)
1	2	Mpls., MN	Alexandria, VA	Task 2 Mtg.
2	1	Louisville, KY	Alexandria, VA	Task 2 Mtg.
2	1	Ft. Monroe, VA	Alexandria, VA	Task 1 Info. Gathering

Dr. Deirdre Knapp will be the project director for this effort. She is an I/O psychologist with almost 15 years experience in job analysis and work with the U.S. Army. We are convening three levels of support for conducting this effort. The *core team* will take primary responsibility for conceptualizing and developing the research plan. The core team comprises Dr. Knapp, Dr. John Campbell, and Dr. Clinton Walker. Dr. Campbell is a pre-eminent scholar in the field of I/O psychology and has considerable experience working within the U.S. Army environment. Dr. Walker, a consultant to HumRRO, recently retired from ARI as a senior research psychologist. His resume is attached.

A *support staff* for the core team will include junior level research support staff and clerical personnel. These individuals will help collect relevant literature, prepare for meetings, and develop reports.

Finally, we will convene a *brainstorming panel* to provide input to and feedback on the proposed research plan. This panel will include Dr. Bill Strickland, Dr. Gene Hoffman, Mr. Roy Campbell, Ms. Laura Ford, COL (R) Michael Shaler (consultant), and Mr. John Helmick (Westat). We also expect to include at least one additional consultant who is an expert in future-oriented job analysis (e.g., Dr. Benjamin Schneider or Dr. Ed Levine). Additional panel members will be provided by ARI (e.g., the DO-COR, Dr. Michael Rumsey, Mr. Darrell Worstine).

Cost

Detailed cost information follows.

RFDO 98-08
Costs

1. Cost Elements	Hours	Rate	Cost
a. Labor (Option Period)			
Program Manager (HumRRO)	248		
Expert Technical Contributor (HumRRO)	144		
Task Leader/Principal Investigator (Behavioral) (HumRRO)	72		
Task Leader/Principal Investigator (Behavioral) (Westat)	40		
Entry-level Technical Contributor (Behavioral) (HumRRO)	128		
Clerical	128		
b. Travel Costs (HumRRO)			
Exhibit A x approved load			
c. Facilities Costs			
d. Other Direct Costs (HumRRO)			
Consultant - [REDACTED] (280 hours @ \$[REDACTED]/hr.) x approved load			
Consultant - [REDACTED] (40 hours @ \$[REDACTED]/hr.) x approved load			
Consultant - Job Analysis Expert (16 hours @ \$[REDACTED]/hr.) x approved load			
Xeroxing & Shipping x approved load			
2. Total Costs			\$

EXHIBIT A

[illegible]

APPENDIX E

COMPRS LABOR CATEGORIES

Expert Technical Contributor- possessing a national reputation and extensive experience in a technical field (behavioral or analytic) or a senior retired military officer.

Task Leader/Principal Investigator (Behavioral) - possessing a minimum of a masters degree in a behavioral science field, plus ten years related work experience, or a PhD in a behavioral science field, plus five years of related work experience. Most staff members in this category have a Ph.D. and at least ten years of work experience.

Task Leader/Principal Investigator (Analytic) - possessing a minimum of a masters degree in an operations research, mathematics, statistics, economics, engineering, or computer science field, plus ten years of related work experience, or a Ph.D. in an operations research, mathematics, statistics, economics, engineering, or computer science field, plus five years of related work experience. Most staff members in this category have a Ph.D. and at least ten years of work experience.

Task Leader/Principal Investigator (Data Collection Operations) - possessing a minimum of a bachelors degree in a behavioral science field, plus ten years of related work experience, or a masters in a behavioral science field, plus five years of related work experience. Most staff members in this category have a masters degree, plus ten years of related experience.

Senior Technical Contributor (Behavioral) - possessing a minimum of a masters degree in an operations research, mathematics, statistics, economics, engineering or computer science field, plus ten years of related work experience, or a PhD in a behavioral science field, plus five years of related work experience.

Senior Technical Contributor (Analytic) - possessing a minimum of a masters degree in an operations research, mathematics, statistics, economics, engineering, or computer science field, plus ten years of related work experience, or a PhD in an operations research, mathematics, statistics, economics, engineering, or computer science field, plus five years of related work experience.

Senior Technical Contributor (Data Collection Operations) - possessing a minimum of a bachelors degree in a behavioral science field, plus ten years related work experience, or a masters in a behavioral science field, plus five years of related work experience.

Mid-range Technical Contributor (Behavioral) - possessing a minimum of a bachelors degree in a behavioral science field, plus seven years of related work experience, or a masters in a behavioral science field, plus three years of related work experience.

Mid-range Technical Contributor (Analytic) - possessing a minimum of a bachelors degree in an operations research, mathematics, statistics, economics, engineering, or computer science field, plus seven years of related work experience, or a masters in an operations research, mathematics, statistics, economics, engineering, or computer science field, plus three years of related work experience.

Mid-range Technical Contributor (Data Collection Operations) - possessing a minimum of an associates degree in a behavioral science field, plus seven years of related work experience, or a bachelors in a behavioral science field, plus three years of related work experience.

Entry-level Technical Contributor (Behavioral) - possessing a minimum of a bachelors degree in a behavioral science field.

Entry-level Technical Contributor (Analytic) - possessing a minimum of a bachelors degree in an operations research, mathematics, statistics, economics, engineering, or computer science field.

Entry-level Technical Contributor (Data Collection Operations) - possessing a minimum of an associates degree in a behavioral science field, or three years of related work experience.

Data Collection Technician - possessing the equivalent of a high school diploma, proficiency in verbal and quantitative skills, and 400 hours of training and/or experience in appropriate data collection techniques.

Clerical

APPENDIX F

DO CONTRACT CLAUSES INCORPORATED FROM MASTER CONTRACT

All delivery order clauses shall, with respect to the rights, duties and obligations of HumRRO and its subcontractors, be interpreted and construed in such manner as to recognize and give effect to the contractual relationship between HumRRO and the subcontractors under this contract and the rights of the U.S. Government with respect thereto under the Master Contract from which such clauses are derived. As used in relation to subcontracts associated with individual DOs, the term "the Contractor" and equivalent terms shall mean the Subcontractor and the terms "the Government" and "the Contracting Officer" and equivalent terms shall mean HumRRO and the HumRRO PM, respectively, except under those clauses relating to the rights to audit or examine the subcontractor's financial records, and all other clauses noted with an asterisk (*), in which case the terms "the Government" and "the Contracting Officer" shall mean the U.S. Government and the Contracting Officer under the Prime Contract, respectively.

General Provisions

The General Provisions from the Federal Acquisition Regulations (FAR) which are included in this appendix, and as in effect on the date of the award of the COMPRS Master Contract (except as required to be changed by statute), are incorporated in DO contracts and subcontracts by reference with the same force and effect as if they were given in full text. A listing of these general provisions follows.

GENERAL PROVISIONS

1-1. Clauses Incorporated by Reference (Feb 1998) FAR 52.252.2

This contract incorporates one or more clauses by reference, with the same force and effect as if they were given in full text. The full text of a clause may be accessed electronically at these addresses:

<http://www.arnet.gov/far>

<http://farsite.hill.af.mil>

<http://www.dtic.mil/dfars>

I. FEDERAL ACQUISITION REGULATIONS (48 CFR Chapter I) CLAUSES

<u>Title</u>	<u>Date</u>	<u>Reference</u>
Definitions	OCT 1995	2.201
Gratuities	APR 1984	3.202
Covenant Against Contingent Fees	APR 1944	3.404
Anti-Kickback Procedures	JUL 1995	3.502.3
Price of Fee Adjustment for Illegal or Improper Activity	JAN 1997	3.104-9(b)
Limitations on Payments to Influence Certain Federal Transactions	JUN 1997	3.808(b)
Security Requirements	AUG 1996	4.404(a)
Printing/Copying Double-Sided on Recycled Paper	JUN 1996	4.304
Protecting the Government's Interest When Subcontracting with Contractors Debarred , Suspended, or Proposed for Debarment	JUL 1995	9.409(b)
Instructions to Offerors -- Competitive Acquisitions	OCT 1997	15.209(a)
Audit and Records - Negotiation	AUG 1996	15.209(b)
Request for Information or Solicitation for Planning Purposes	OCT 1997	15.209(c)
Order Limitations	OCT 1995	16.506(b)
Indefinite Quantity	OCT 1995	16.506(e)
Single or Multiple Awards	OCT 1995	16.506(f)
Option to Extend Services	AUG 1989	17.208(f)
Utilization of Small, Small Disadvantaged and Women-Owned Small Business Concerns	JUN 1997	19.708(a)
Small, Small Disadvantaged and Women-Owned Small Business Subcontracting Plan	AUG 1996	19.708(b)(1)
Limitations on Subcontracting	DEC 1996	19.508(e)

<u>Title</u>	<u>Date</u>	<u>Reference</u>
Liquidated Damages--Subcontracting Plan	OCT 1995	19.708(b)(2)
Notice to Government of Labor Disputes	FEB 1997	22.103-5(a)
Convict Labor	AUG 1996	22.202
Contract Work Hours & Safety Standards Overtime Compensation	JUL 1995	22.305
Equal Opportunity	APR 1984	22.801(e)
Affirmative Action for Disabled Veterans and Veterans of the Vietnam Era	APR 1998	22.1308
Affirmative Action for Handicapped Workers	APR 1984	22.1408
Employment Reports on Disabled Veterans and Veterans of the Vietnam Era	APR 1998	22.1308(b)
Service Contract Act of 1965, as Amended	MAY 1989	22.1006(a)
Clean Air and Water	APR 1984	23.105(b)
Drug-Free Workplace	JAN 1997	23.505(b)
Privacy Act Notification	APR 1984	24.104(a)
Privacy Act	APR 1984	24.104(b)
Restrictions on Certain Foreign Purchases	OCT 1996	25.702
Utilization of Indian Organizations and Indian-Owned Economic Enterprises	SEP 1996	26.104
Authorization and Consent	JUL 1995	27.201-2(a)
Notice and Assistance Regarding Patent and Copyright Infringement	AUG 1996	27.202-2
Patent Indemnity	APR 1984	27.203-1(b)
Royalty Information	APR 1984	27.204-2
Rights in Data - General	JUN 1987	27.409(a)(1)
Insurance - Work on a Government Installation	JUN 1987	28.310
Insurance - Liability to Third Persons	MAR 1996	28.311-1
Federal, State, and Local Taxes	JAN 1991	29.401-3
Payments	APR 1984	32.111(a)(1)
Discounts for Prompt Payment	MAY 1997	32.111(c)(1)
Limitation on Withholding of Payments	APR 1984	32.111(c)(2)
Interest	JUN 1996	32.617(a)&()
Assignment of Claims	JAN 1986	32.806(a)(1)

<u>Title</u>	<u>Date</u>	<u>Reference</u>
Prompt Payment	JUN 1997	32.908(c)
Mandatory Information for Electronic Funds Transfer Payment	AUG 1996	32.1103(a) &)
Disputes	OCT 1995	33.215
Protest After Award	AUG 1996	33.106(b)
Protection of Government Buildings, Equipment, and Vegetation	APR 1984	37.110(b)
Bankruptcy	JUL 1995	42.903
Changes--Fixed-Price	AUG 1987	43.205(a)(2)
Alternate I	APR 1984	43.205(a)(2)
Subcontracts (Fixed-Price Contracts)	OCT 1997	44.204(a)(1)
Termination for Convenience of the Government--Fixed Price	SEP 1996	49.502(b)(1)
Defaults (Fixed-Price Supply and Services)	APR 1984	49.504(a)(1)
Excusable Delays	APR 1984	49.505(d)
Government Supply Sources	APR 1984	51.107
Computer Generated Forms	JAN 1991	53.111
Special Prohibition on Employment	JUN 1997	03.570-5
Display of DOD Hotline Poster	DEC 1991	03.7002
Pricing Adjustments	DEC 1991	15.804-8(1)
Cost Estimating System Requirements	JUL 1997	15.811-70(h)
Small, Small Disadvantaged and Women Owned Small Businesses Sub-Contracting Plan (DOD Contracts)	APR 1996	19.708
Incentives for Subcontracts with Small Businesses, Small Disadvantaged Businesses, historically Black Colleges and Universities, and Minority Institutions	NOV 1995	19.708(c)(1)
Drug-Free Work Force	SEP 1988	23.570-4
Identification of Expenditures in the United States	DEC 1991	25.305-70
Buy American Act--Trade Agreements Balance of Payments Program	MAR 1998	25.408(a)(I)
Duty-Free Entry--Qualifying Country Supplies, End Products, and Components	MAR 1998	25.605-70(a)
Ordering	OCT 1995	

Additional Provisions

Other *selected* provisions of the Master Contract that are incorporated into DO contracts and subcontracts are described in the remainder of this appendix. The following provisions are included:

- Key personnel
- Multiple awards and issuance of delivery orders
- Privacy Act
- Resolution of disputes
- Royalty-free license
- Deliverables
- All items to become property of the Government
- Use of human subjects

A copy of the Master Contract that includes all of the provisions can be obtained from the HumRRO PM.

Key Personnel. The personnel who are named to work on a specific delivery order are considered to be essential to the work being performed in that delivery order. No variation of key personnel shall be made without the written consent of the Government (or in the case of subcontracts, the HumRRO Contracts Office). If a change in key personnel becomes necessary, you must provide a detailed explanation of the circumstances necessitating substitution, and demonstrate that the qualifications of the prospective personnel are equal to or better than the qualifications of the personnel being replaced.

Multiple Awards and Issuance of Delivery Orders. The decision to award a delivery order to either of the COMPRS II contractor teams is not subject to protest. In placing a DO, the contracting officer may consider any or all of the following matters:

- The order's requirement and relationship to the unique products or services of a particular contractor,
- The contractor's favorable customer relation and satisfaction,
- Past performance on prior DOs or on related contracts, to include timely performance and quality of products or services provided,
- The interest of economy and efficiency, to include logical follow-on orders,
- Unusual and urgent needs of the Government to include avoidance of delays, and
- The capabilities and financial status of the contractor.

Privacy Act. The scope of work for individual DOs under this contract may require the

gathering and/or storage of data covered by the Privacy Act (PL 93-579). In the performance of this work, the Contractor must comply with the requirements for systems security stated in the ARI Systems Notice Requirements (A1306.01 DAPE) and in the Privacy Act Statement used in the data or information collection. The Contractor shall adhere to the Army Privacy Program in accordance with the Privacy Act of 1974, as codified in 5 USC %552a and DoD Regulation 5400.11-R.

Resolution of Disputes. Any controversy or claim arising out of or relating to this subcontract, or the breach thereof, shall, in the first instance, be the subject of a meeting between the parties to negotiate a resolution of such dispute. If within fifteen days after the meeting the parties have not succeeded in negotiating a resolution, the parties agree to submit the dispute to arbitration in accordance with the Commercial Arbitration Rules of the American Arbitration Association, and judgment upon the award rendered by the arbitrator(s) may be entered in any court having jurisdiction thereof.

Royalty-Free License. In consideration of the sum to be paid to the Contractor under this contract, the Contractor hereby agrees and does grant, convey, and reserves to the United States of America a nonexclusive, irrevocable, world wide, royalty-free license in all written material, published, printed, presented or used in connection with the contract, in which the Contractor presently holds a copyright or in the future shall obtain a copyright therein or in which he has the right to issue royalty-free licenses thereto.

Deliverables. Any deliverables/reports required will be specified in the modification that awards the individual delivery order. The following are requirements for reports in general:

- A. All reports/deliverables will be subject to the approval of the HumRRO PM. Acceptance by the Government in this Article shall be deemed to be acceptance by HumRRO's PM.
- B. All reports resulting from this study shall cite ARI support (including contract and delivery order number) and must carry the following disclaimer:

The views, opinions, and/or findings contained in this report (paper) are those of the author(s) and should not be construed as an official Department of the Army position, policy, or decision, unless so designated by other official documentation.

- C. The Contractor shall not publish nor distribute instruments, data, or findings from this contract research without prior review and approval of the Government. All papers, reports, professional or lay publications, and presentations at meetings and conventions must be sent to the Government for review and approval. The Contractor should be aware that review by the Government normally requires 4-6 weeks.

- D. Reports will be prepared in accordance with ARI contract report guidelines. ARI Regulation 70-3 (available from the HumRRO PM or ARI), *Guidelines for the Submission of Manuscripts for Publication and Other Scientific and Technical Documents*, identifies

the Publication Manual of the American Psychological Association, 4th Edition, as the basic format for all ARI reports. Reports shall be delivered by the Contractor with a completed SF 298, Report Documentation Page. In order to facilitate later editing of each document by the Government, the DO Director shall deliver to the HumRRO PM one copy of each final report or document on diskette in MS-DOS based MS Word 97 (or other COR approved version) format from which the manuscript was printed and which is free of all extraneous codes such as embedded hard-returns at the end of each line. The DO Director shall also deliver one camera-ready copy of all figures, tables, or other art work used in the final document, and one copy of the negative and/or computer file, as appropriate, for each graphic image.

All Items To Become Property of The Government. Title to all source data and materials furnished by the Government, together with all plans, design specifications, drawings, completed programs and documentation thereof, reports and services performed under orders pursuant to this contract, including any copyright shall become and remain with the Government upon completion. The Government shall have access to and the right to make copies of the above mentioned items. All proprietary programs shall be indicated as such in the individual Requests for Delivery Order.

Use of Human Subjects. The scope of work for individual DOs may require the use of human subjects. The Contractor will be required to comply with the applicable provisions of ARI Regulation 70-25. The Contractor will give evidence of compliance by submitting a completed form HEW-596 (Rev. 1082) before any data are collected under this contract. In addition, written approval is required for the conduct and protocol for each data collection that is part of any DO issued under this contract as part of the individual task work plans.

APPENDIX G

SAMPLE MONTHLY REPORT DELIVERABLE PACKAGE



Human Resources Research Organization

66 Canal Center Plaza, Suite 400 • Alexandria, VA 22314-1591
(703) 549-3611 • Fax (703) 549-9025 & 548-5574

July 13, 1998

**Dr. Ronald B. Tiggie
U.S. Army Research Institute
ATTN: PERI-RG
5001 Eisenhower Avenue
Alexandria, VA 22333-5600**

Dear Dr. Tiggie:

**RE: Contract No. MDA903-93-D-0032
Delivery Order 0057
HumRRO No. SPR93-10 (COMPRS)
Monthly Progress Report: June 1998**

Per the above referenced contract, enclosed is a copy of CLIN No. 0003AA, Monthly Progress Report, which is a deliverable of COMPRS Delivery Order 0057.

If you have any questions, please do not hesitate to contact me.

Sincerely,

A handwritten signature in cursive script, reading "Deirdre Knapp", is written over the typed name.

**Deirdre J. Knapp
COMPRS Program Manager**

DJK/dc

Enclosure

**cc: Dr. Judith Brooks
ARI Financial Manager
DSS-W: Ms. Frances Meckel (Letter only)
Ms. Ani DiFazio (HumRRO)
Ms. Dianne Driessen, FU
Ms. Winnie Young**

MONTHLY PROGRESS REPORT

Contract No: MDA903-93-D-0032

Manpower and Personnel Research and Studies (COMPRS)

Delivery Order No. 0057

Documentation and Archival of Selected ARI Data Bases

Reporting Period: June 1998

Progress During Reporting Period:

- Work began on updating the Access database with archive information.
- We continued to produce codebooks for level III datafiles.
- We continued to archive data and create README files for datasets and datafiles.
- We completed the work of converting PL/1 programs that were developed to encrypt identifiers into SAS code that can de-encrypt those variables for archive. The SAS code was then used to de-encrypt identifiers on five SAS datafiles.
- Work continued on level II documentation.
- Work continued on administering specially developed quality assurance checks of archived information.

Issues and Problems

- None.

Activities in Upcoming Reporting Period:

- We will continue to update the Access database to reflect data archive information.
- We will continue to administer specially developed archive quality assurance protocols to ensure the accuracy of archived information.
- We will continue to archive data files and work on documentation of level II and III datasets.
- Work will begin on the final report.

MATERIAL INSPECTION AND RECEIVING REPORT

S93-10

Form Approved
OMB No. 0704-0248

Public reporting burden for this collection of information is estimated to average 35 minutes per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Department of Defense, Washington Headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington, VA 22202-4302, and to the Office of Management and Budget, Paperwork Reduction Project (0704-0248), Washington, DC 20503.

PLEASE DO NOT RETURN YOUR COMPLETED FORM TO EITHER OF THESE ADDRESSES.

1. PROC. INSTRUMENT IDEN. (CONTRACT) MDA903-93-D-0032		(ORDER) NO. 0057		6. INVOICE NO./DATE		7. PAGE 1		OF 1		8. ACCEPTANCE POINT D			
2. SHIPMENT NO. HUM0015		3. DATE SHIPPED 7/14/98		4. BL TCN		5. DISCOUNT TERMS 0% 00 Days Net 030							
9. PRIME CONTRACTOR HumRRO 66 Canal Center Plaza Suite 400 Alexandria, VA 22314						10. ADMINISTERED BY DCMAO BALTIMORE ATTN: CHESAPEAKE 200 TOWSONTOWN BLVD, WEST TOWSON, MD 21204-5299							
11. SHIPPED FROM (if other than 9) See Block 9						12. PAYMENT WILL BE MADE BY DFAS COLUMBUS CENTER ATTN: CHESAPEAKE DIV/DFAS-CO-JNGI PO BOX 182264 COLUMBUS, OH 43218-2264							
13. SHIPPED TO ARMY RESEARCH INSTITUTE DR. RONALD B. TIGGLE 5001 EISENHOWER AVE ALEXANDRIA, VA 22333-5600						14. MARKED FOR DR. RONALD B. TIGGLE ARMY RESEARCH INSTITUTE 5001 EISENHOWER AVE ALEXANDRIA, VA 22333-5600							
15. ITEM NO.		16. STOCK/PART NO. <small>(Indicate number of shipping containers - type of container - container number.)</small>		DESCRIPTION		17. QUANTITY SHIP/REC'D *		18. UNIT		19. UNIT PRICE		20. AMOUNT	
0003 AA				Monthly Report - June 1998		1.00		LT		NSP		NSP	
21. CONTRACT QUALITY ASSURANCE												22. RECEIVER'S USE	
A. ORIGIN <input type="checkbox"/> CQA <input type="checkbox"/> ACCEPTANCE of listed items has been made by me or under my supervision and they conform to contract, except as noted herein or on supporting documents.						B. DESTINATION <input checked="" type="checkbox"/> CQA <input checked="" type="checkbox"/> ACCEPTANCE of listed items has been made by me or under my supervision and they conform to contract, except as noted herein or on supporting documents.						Quantities shown in column 17 were received in apparent good condition except as noted.	
DATE _____ TYPED NAME AND OFFICE _____ SIGNATURE OF AUTH GOVT REP _____						DATE _____ TYPED NAME AND OFFICE _____ SIGNATURE OF AUTH GOVT REP _____						DATE RECEIVED _____ TYPED NAME AND OFFICE Dr. Ronald B. Tiggle COR SIGNATURE OF AUTH GOVT REP _____	
* If quantity received by the Government is the same as quantity shipped, indicate by (✓) mark, if different, enter actual quantity received below quantity shipped and encircle.													
23. CONTRACTOR USE ONLY													

APPENDIX H

STANDARD FORM 298 (BLANK AND SAMPLE COMPLETED FORM)

REPORT DOCUMENTATION PAGE

1. REPORT DATE (dd-mm-yy)		2. REPORT TYPE		3. DATES COVERED (from . . . to)	
4. TITLE AND SUBTITLE				5a. CONTRACT OR GRANT NUMBER	
				5b. PROGRAM ELEMENT NUMBER	
6. AUTHOR(S)				5c. PROJECT NUMBER	
				5d. TASK NUMBER	
				5e. WORK UNIT NUMBER	
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES)				8. PERFORMING ORGANIZATION REPORT NUMBER	
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)				10. MONITOR ACRONYM	
				11. MONITOR REPORT NUMBER	
12. DISTRIBUTION/AVAILABILITY STATEMENT					
13. SUPPLEMENTARY NOTES					
14. ABSTRACT (<i>Maximum 200 words</i>):					
15. SUBJECT TERMS					
SECURITY CLASSIFICATION OF			19. LIMITATION OF ABSTRACT Unclassified	20. NUMBER OF PAGES	21. RESPONSIBLE PERSON (Name and Telephone Number)
16. REPORT Unclassified	17. ABSTRACT Unclassified	18. THIS PAGE Unclassified			

REPORT DOCUMENTATION PAGE

1. REPORT DATE (dd-mm-yy) 1998, September		2. REPORT TYPE Interim		3. DATES COVERED (from. . . to) August 98-August 99	
4. TITLE AND SUBTITLE Contract for Manpower and Personnel Research and Studies II (COMPRS II) for the U.S. Army Research Institute (ARI) – Year I Standard Operating Procedures				5a. CONTRACT OR GRANT NUMBER DASW01-98-D-0047 (Delivery Order 0001)	
				5b. PROGRAM ELEMENT NUMBER	
				5c. PROJECT NUMBER	
				5d. TASK NUMBER	
6. AUTHOR(S) Human Resources Research Organization				5e. WORK UNIT NUMBER	
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) Human Resources Research Organization 66 Canal Center Plaza, Suite 400 Alexandria, Virginia 22314				8. PERFORMING ORGANIZATION REPORT NUMBER	
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES) U.S. Army Research Institute for the Behavioral and Social Sciences 5001 Eisenhower Avenue Alexandria, VA 22333-5600				10. MONITOR ACRONYM	
				11. MONITOR REPORT NUMBER	
12. DISTRIBUTION/AVAILABILITY STATEMENT					
13. SUPPLEMENTARY NOTES Contracting Officer's Technical Representative, Dr. Judy Brooks					
14. ABSTRACT (Maximum 200 words): This report documents the Standard Operating Procedures (SOP) for the COMPRS II contract, which is a 5-year (one base year plus four one-year option periods) effort administered by means of firm fixed-price delivery orders. This document is intended to provide guidance for both contractor personnel and AIR personnel involved in monitoring the overall contract or individual delivery orders. As such, it provided a good example of successful contract administration in the area of behavioral and social sciences.					
15. SUBJECT TERMS <div style="display: flex; justify-content: space-between; margin-top: 10px;"> Behavioral and social sciences Personnel </div> <div style="display: flex; justify-content: space-between; margin-top: 10px;"> Contract administration Manpower </div>					
SECURITY CLASSIFICATION OF			19. LIMITATION OF ABSTRACT Unclassified	20. NUMBER OF PAGES 54	21. RESPONSIBLE PERSON (Name and Telephone Number)
16. REPORT Unclassified	17. ABSTRACT Unclassified	18. THIS PAGE Unclassified			